



## **Governor's 2004 Economic Development Forum December 1, 2004**

Leadership. Innovation.

Marketing. Infrastructure.

These are essential elements for community success. That is why the Governor's Office and the Department of Community, Trade and Economic Development (CTED) would like to recognize some of the most effective leaders, creative marketing strategies, innovative ideas and strategic infrastructure investments in Washington state. The people, organizations and communities in this booklet are being recognized for their innovative best practices that have led to community success. We applaud their work in hopes that other communities will have similar successes.



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# Entrepreneurship & Innovation

## **Lean Manufacturing Training Initiative**

New Vision, Yakima County Development Association  
Yakima, Washington

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In response to an economic downturn in 2001, New Vision, Yakima County Development Association, sought new ideas to assist and retain valley businesses. Companies consistently identified the need for resources that would help them create growth. In response, New Vision, in partnership with local education and training agencies, developed “Lean Manufacturing Training Initiative” to improve the efficiency of its local manufacturers and prepare them to manage and capitalize on increased workloads once the economy improved.

The initiative combined classroom instruction and onsite consultation to introduce companies to “Lean Manufacturing” and to help them implement its principles. New Vision began offering “Lean Manufacturing Training” in November 2002. It has hosted all-day classes approximately every other month since. Fifty companies and more than 225 employees have participated thus far. Several have requested additional help, prompting a second training phase.

In less than two years, the “Lean Initiative” has become a novel tool that nurtures business innovation and is in demand among manufacturers. Fifty percent of the area’s larger manufacturing companies and twenty percent of all manufacturing companies have been through the training.

Based on research conducted by the National Institution for Standards and Technology, local businesses have increased sales by at least \$1 million, and saved more than \$300,000 by eliminating waste in less than two years.

# Entrepreneurship & Innovation

## 300 Front Street Building Revitalization

Aaron Apps and Jared Ware, Owners/Developers  
Lynden, Washington

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In its effort to economically enhance the downtown, the City of Lynden unanimously approved a dynamic downtown plan that had been developed by the community through an extremely collaborative process. One key strategy recognized the intersection of 3<sup>rd</sup> and Front Street as a major Historic Business District gateway. However, before the community could really understand and visualize the gateway concept and link to a new four-star golf course and resort, private re-development of the building at the intersection had to occur.

Worn down, dirty, and defunct, the entire planning, designing, and remodeling process of the building was completed by its new owners Jared Water and Aaron Apps. This process was carefully reviewed and approved by Lynden's Design Review Board because of the building's location in the Historic Business District. The district has strict design regulations and requires compliance with the new downtown's Dutch theme.

The renovation created six office-retail units that were leased to a range of tenants. Two pre-existing businesses expanded into the space while four new shops found a home. Two of those compliment the community's tourism strategy and all six have provided approximately 25 new jobs in the Historic Business District.

# Entrepreneurship & Innovation

## **Corus Pharma**

Dr. Bruce Montgomery, CEO  
Seattle, Washington

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The goal of Corus Pharma is to provide respiratory patients facing limited therapeutic options with innovative treatments that improve their medical condition and enhance their quality of life. Currently, the company has two product candidates in late-stage clinical development and several proprietary programs in preclinical development. The two most advanced product candidates focus on Cystic Fibrosis (CF) and severe persistent asthma, two of the most severe respiratory diseases in the country.

With 91 employees and still growing, Corus Pharma is on the path to becoming one of the larger biotech companies in the Seattle area. Corus Pharma's founder and CEO, Dr. Montgomery and his teams are the only research groups that have been able to get new drugs approved for Cystic Fibrosis in the past 20 years.

Corus Pharma has been one of the few Washington-based biotech companies that has continued to raise money over the past four years. While many companies were unsuccessful in their bids to stay on-target and to grow, Corus Pharma has steadily grown in size, attracting investors. In July 2001, Corus Pharma secured \$18.5 million in Series A funding, in March of 2003 the company received \$40 million in Series B funding, and in May of 2004, \$65 million was secured in Series C financing. According to the Seattle Post-Intelligencer, this year's financing round was the largest venture capital round in the state and one of the top-five investments in a biopharmaceutical company in the country in the past 12 months.

# Entrepreneurship & Innovation

## **Pam Kelley, PK Consulting**

Bio-Diesel Industry Development

Spokane, Washington

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Pam Kelley spearheaded the development of a regional partnership in order to take theories on the bio-diesel industry into the commercial arena. This partnership is guided by the vision of a new industry that benefits the rural agricultural communities and the urban communities simultaneously. The goal was to keep the processing facilities close to the renewable resource and create jobs and sustainability in rural communities. The versatility of oilseeds offers the additional opportunity to communities for secondary businesses. The urban communities will profit from the distribution of bio-products grown and processed in the Northwest that will result in a healthier environment.

Ms. Kelley helped form the Northwest Lincoln County Regional PDA and together they built a light industrial park in Creston, Washington to house the American Premix Technologies feed mill. In answer to the need for oilseed meal for the mill, the group worked on a regional bio-fuels feasibility study funded by the Washington Rural Opportunity Fund. They wanted to better understand the current oilseed-related activities in the Northwest region.

Obtaining a \$980,000 loan from the Community Economic Revitalization Board (CERB), the state's infrastructure financing program, the PDA built a facility to house the first seed crushing facility in the state. The facility will be built adjacent to the feed mill in Creston and is in the process of being leased. The new crusher should be operational in summer 2005.

The oilseed crushing company will invest \$420,000 in machinery and equipment. Annual state and local revenue generated by the project is estimated at \$52,572. The facility is projected to create 22 full-time jobs within three years of operation. The ripple effect of the crusher will reach out to all corners of the state: farmers will have an alternative rotation crop and a new industry of value-added products will be created.



# Entrepreneurship & Innovation

## **Klickitat County Port District #1 and the Insitu Group, Inc.**

Bingen, Washington

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When two tenants at the Klickitat County Port District #1's small industrial park in Bingen expressed a need to expand, the existing facilities were full with no anticipated vacancies to allow for growth. In order to allow these businesses to expand, the port had to expand its own facilities. As a result, the port's Board of Commissioners sought financial aid and partners that would enable the businesses to remain in Bingen.

In 2002, the port district secured funding through local, state and federal grants for the 25,000 square foot, \$2.42 million project. Design and production started in 2003. When construction was completed in 2004, The Insitu Group, Inc. expanded from their 8,166 square foot facility by completely occupying the new building. The other expanding firm, Innovative Composites Engineering, Inc. (ICE), has moved part of its operation into space that was vacated by Insitu.

Both Insitu and ICE are part of the aeronautical cluster in Bingen with ICE supplying to Insitu. These two companies had previously employed 31.25 full-time employees (FTEs). As of October 20, 2004, both have now surpassed their three-year estimates for job creation, employing a total of 75 FTEs, 8 interns, and 11 consultants. These firms' wages exceed the average annual county wage by 37 percent for Insitu and 7 percent for ICE. Both companies have helped diversify employment within the area and community revenue has increased. For each job created at Insitu, seven are created within Klickitat County. The company's representatives and CEO are also highly involved in community economic development. Insitu has helped put Bingen and the Port of Klickitat on the map, and has been a driving factor in forming the Technology Alliance, a business partnership and network in the Gorge.

# Entrepreneurship & Innovation

## **"New Downtown" Mill Creek Town Center**

Mill Creek, Washington

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The Mill Creek Town Center was planned, designed and marketed by the city as a 500,000 square foot mixed use pedestrian-oriented "New Downtown" adjacent and connected to the existing business core. The city is managing the implementation of the project through coordination with at least eight private developers who have completed, or have under construction, 17 of 25 buildings planned for the center.

In 1994, the town center plan was accepted by the city council who then found a private developer to work with an advisory committee to revise the plan. The developer completed plans for the infrastructure but did not begin construction due to certain economic issues including questionable surrounding land uses. Addressing the land use issues and receiving a Planning and Environmental Review Fund grant in 1997, the city prepared an integrated GMA/SEPA Sub-area Plan for the 157-acre land area located directly north of the Town Center property. Following adoption of the plan, implementation of three new compact high-density neighborhoods, all connected to the planned center, began.

On the center site, the 10 commercial lots that were created in the first phase have all been sold and are currently under construction with a combination of mixed-use buildings, pedestrian plazas, and surface parking. A separate developer purchased land in the second phase and is under construction with 157,000 square feet of mixed-use retail and office space. The city is currently reviewing an application for the third and final phase that will add another 114,000 square feet of office and commercial and a 46 unit multi-family complex over retail with structured parking.

The Town Center is projected to bring in over \$650,000 in annual net revenue, and will continue to generate numerous construction related jobs and eventually full-time retail, professional, and personal service jobs.

# Entrepreneurship & Innovation

## **Pelindaba Lavender Farm**

Susan and Stephen Robins

Friday Harbor, Washington

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Pelindaba Lavender has achieved a significant impact on tourism and economic development in San Juan County. They have accomplished this in only a few years, planting their first field on a 25-acre site in 1999 and opening their first retail operation on the farm in 2001. The farm started with only three employees in 2001, and only 20 value-added products. By the summer of 2004, they were employing 37, offering more than 90 products, and hosting 30,000 visitors from all over the world each summer.

While several lavender farms have sprouted up in the Northwest, Pelindaba represents a unique entrepreneurial and innovative business model because of its combination of size, scope and design. The farm is completely vertically integrated—its more than 90 different products are handcrafted on site exclusively from flowers grown on its own USDA organically certified fields, and the essential oil which it distills from those flowers is from its own on-site distillery.

In five short years, the Pelindaba farm has built its own on-site facilities including a drying barn, distillery, production center, candle center, and a commercially certified kitchen and bakery. Each has created significant year-round employment opportunities, which has enhanced the predominantly seasonal, tourism-driven local economy.

The impact on San Juan Island has been deep. Pelindaba Lavender is regarded as a quality operation in every respect and a major aesthetical addition in the community.

# Entrepreneurship & Innovation

## **SBIR/STTR Alerting Service**

Pacific Northwest National Laboratory (PNNL)

Richland, Washington

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To encourage innovation, federal agencies award more than \$2 billion in grants every year to fund competitive research and development proposals submitted by small businesses in Washington and throughout the country. The effort is known as the SBIR/STTR programs. For several years, efficiently getting word of those opportunities to the innovators was a challenge. By their own calculations, many businesses have spent valuable time and resources searching the Internet, for fear of missing a solicitation that could provide critical funding. When Washington technology entrepreneurs mentioned these difficulties to the Economic Development Office at PNNL, the laboratory resolved to improve access to SBIR/STTR proposal solicitation information nationwide.

The Pacific Northwest National Laboratory's SBIR/STTR Alerting Service helps grow Washington state's technology economy by providing the first national, free service that searches for, consolidates, and electronically distributes information from 11 federal agencies on federal research and development funds available through the Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) programs.

No longer forced to search the Internet or plod through hard-copy mailings, subscribers now have more time to concentrate on making their businesses more successful. Based on user input, other features, such as workshops and conferences, have been added to further improve government service to small businesses. Businesses also estimate they are saving an average of two hours per month at a rate of \$50 to \$150 per hour by using the Alerting Service. Simple, economical and effective, approximately 130 SBIR/STTR grants were awarded to Washington businesses in the past year. In recent years, Washington state technology businesses have received more than \$40 million annually in SBIR/STTR awards.

# Entrepreneurship & Innovation

## Skagit Latino Business Assistance Program Skagit County, Washington

A rapidly growing Latino population that is extremely entrepreneurial but often not aware of available resources inspired the Skagit Latino Business Assistance Program. The program addresses language, cultural, and access to capital barriers as well as lack of business expertise, workforce training and marketing issues in the community. The program delivers business retention and expansion services to Latino owned businesses in Skagit County and access to capital for those in Skagit, Island, San Juan, and Whatcom Counties.

### **Partners:**

Economic Development  
Association of Skagit  
County

Skagit Valley College  
Business Resource  
Center

Community Capital  
Development's  
Northwest Women's  
Business Center

An advisory board of nine leaders in the Latino community has been in place since June, and a part-time Latino Business Outreach Coordinator has been hired to build trust and provide one-on-one counseling and technical assistance as well as group training in English and Spanish. The project resulted in a partnership created between Community Capital Development and Whidbey Island Bank to create a \$400,000 loan fund to serve the Latino business community in Skagit and the surrounding counties. This program is also offering new opportunities for Latino businesses to network through local events and workshops.

While this program has only been staffed and running for the last six months, already a significant impact has been made on the community. Three companies have received loans, five other qualified candidates are being processed, fifty clients have met with the outreach coordinator, and nearly 100 clients, prospects, community leaders, and referral resources are listed in the new Latino database. In addition, new bilingual outreach and education tools have been developed, and marketing and PR is done both in English and Spanish. This program has improved the entrepreneurial opportunities for the Latino population in four counties.

# Entrepreneurship & Innovation

## **Washington Small Business Development Center Network** Spokane, Washington

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The Washington Small Business Development Center (SBDC) network is a statewide, expert provider of technical assistance, training and research in support of entrepreneurs in Washington state. Studies show new businesses have a better chance of survival if they receive early-stage assistance, and their failure can be averted with assistance that helps owners avoid errors that commonly lead to business closures. In calendar year 2003, the SBDC helped 3,142 clients access more than \$61 million in capital, create or retain more than 1,300 jobs and delivered 350 different management training classes totaling 1,797 hours of instruction and reaching 4,593 small business attendees.

The Washington SBDC network operates under an annually negotiated agreement with the SBA. Federal funding of \$1.6 million is matched each year with local resources, creating an annual budget of \$3.3 million. The SBDC delivers expert in-depth counseling at no charge and effective, low-cost training from 22 counseling centers and 15 training centers around the state. It differentiates itself by hiring highly educated, experienced entrepreneurs who are trained and certified, and participate in ongoing professional development training. The network also undergoes biennial third party evaluations to certify reported impacts.

In the five-year period, 1999-2003, more than 34,000 small business owners took advantage of SBDC counseling and training. Counseling clients created or saved 6,221 jobs and accessed \$233 million of funding. SBDC clients experienced an average 24 percent increase in sales growth compared to the Washington average of 3.2 percent. SBDC clients saw an average 6 percent increase in employment growth compared to a 0.2 percent increase for all state businesses. Sales increases by SBDC clients also generated new state tax revenues of nearly \$8 million. SBDC management and technical assistance to business owners helps assure the effectiveness of various state economic development programs.

# Entrepreneurship & Innovation

## Washington Technology Center Regional & Technical Services

Seattle, Washington

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Washington Technology Center's (WTC) Regional & Technical Services programs encourage government investment in Washington entrepreneurial companies. It achieves this goal through two primary avenues: Research & Technology Development (RTD) Awards and SBIR/STTR Assistance.

WTC's Regional & Technical Services provide a critical link between technology companies and funding resources. This early-stage assistance is vital in helping Washington's businesses get the financial support and endorsement they need to carry their initial ideas from concept to capitalization to commercial success.

WTC's RTD Awards provide funding to researchers working with industry partners on projects with the potential for commercialization. This program stimulates economic growth by encouraging collaboration among research institutions and technology companies. The SBIR/STTR Assistance program is a natural complement to WTC's RTD Awards. Eligible entrepreneurs are exposed to these programs through a statewide outreach effort by WTC that includes seminars, workshops, conferences, community presentations, and one-on-one counseling.

In its 21-year history, WTC has continually shown leadership, dedication and measurable results in its efforts to help Washington technology companies at the most critical stage in their development. WTC channels \$2.8 million of state investment annually into programs and services that further technology innovation. In 2004, this investment was leveraged by entrepreneurial ventures in Washington into more than \$47 million in federal and private sector funding and resources. The organization has supported more than 420 collaborative industry-academic research projects through its RTD Awards program. Last year, companies working with WTC reported an average return on investment of 17 to 1. In addition, Washington companies won \$43 million in federal funding awards under SBIR/STTR programs.

# Entrepreneurship & Innovation

## **Yakima Business Incentive Program**

Yakima, Washington

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Portions of the City of Yakima were designated a federal Renewal Community (RC) in 2002. Since then, the city has awarded \$30 million in construction tax incentives and historic preservation tax breaks, along with over \$3 million in loans to area businesses. These incentives have generated over \$35 million in private investment and created over 500 new jobs.

The US Department of Housing and Urban Development Office of Planning and Development approved an amendment to the City of Yakima's \$1 million Economic Development Initiative (EDI) grant and \$4 million Section 108 Loan award to establish the Economic Development Loan Fund (EDLF). The EDI grant has been used to provide a loan loss reserve, pay certain fees and guarantee the interest rate for the term of each loan, while Section 108 funds have been loaned to approved businesses. In 2003 and 2004, three projects were funded through the EDLF totaling \$3,335,000. These projects will create over 130 jobs in the city's federal Renewal Community, and represent a range of large and small businesses.

The City's Department of Community and Economic Development is using the RC benefits to entice new investment to the area by offering a more competitive package of incentives to prospective manufacturing, retail, and technology businesses. However, the department's first mission is to work with local partners to provide accurate information and encourage the use of the RC tax incentives by existing businesses. To do so it is working to improve the awareness and understanding of the RC benefits in the business community, including the increasing amount of Latino owned businesses within the RC area. It also is striving to utilize Yakima's full allocation of the Commercial Revitalization Deduction, whose awarded projects thus far have or will leverage over \$20 million in private investment, and create and retain 200 jobs.



# Marketing

## **Affiliated Tribes of Northwest Indians: *A Travel Guide to Indian Country***

La Push, Washington

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In 1994, Affiliated Tribes of Northwest Indians (ATNI) EDC distinguished tourism as a major priority for regional tribal economic development. Many tribes had previously been unable to benefit from the tourism industry, so ATNI EDC developed a tourism sub-committee of tribal representatives which identified strategic tourism planning, the marketing of tribal tourism on regional, national, and international levels, and workforce and leadership education for sustainable tribal tourism development.

The Tribal Economic Vitality Initiative in 1999 led to a cooperative agreement among three state offices in cooperation with the tribal tourism committee that eventually conducted and released an assessment of tribal tourism in 2001. The assessment enabled the ATNI EDC to secure a grant to develop and promote tribal tourism through a Northwest Tribal Tourism Conference, a tribal tourism website—[tribaltourism.com](http://tribaltourism.com), and the first-ever Travel Guide to Indian Country: Washington State Edition.

The conference brought together 65 tribal representatives who outlined a marketing plan representing their unified goals. The tribes then focused on building partnerships, and gained full support of all 29 federally recognized tribes in Washington. Working together, they completed the Travel Guide to Indian Country: Washington State Edition.

The tribes' marketing efforts increased interest in Washington state tribal communities. The new website received over 135 downloads per day for the PDF version of the guide. ATNI EDC also received 87 phone calls by groups and individuals around the world who were interested in including Washington Indian Country in their itineraries. The impact has created 285 full-time tourism related jobs with a payroll over \$10.6 million within 20 of the tribes. One tribe even reported that the guide had increased visitation by 14 percent.

[www.tribaltourism.com](http://www.tribaltourism.com)

# Marketing

## **2004 Moses Lake Tourism Campaign**

Moses Lake, Washington

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The City of Moses Lake decided to focus on tourism in order to boost the local economy. Using hotel/motel tax funds, the city, working with a hired consultant, created and implemented a 12-month promotional campaign to build visitor and tourism traffic for Moses Lake area businesses and hospitality providers.

Using targeted publication advertisements, this campaign specifically promotes traffic-generating tourism attractions and a summer-long concert series featuring national and regional recording artists. The 2004 campaign started with ads in regional publications at the beginning of the year and continued to early fall.

The city began 2004 at least 23 percent below the previous year's taxable sales receipts. As a result of the marketing campaign, the community had made up this difference by July 2004, and it will finish this year approximately 15 percent ahead of 2003 amounts. The success of the campaign has prompted the city to continue it into 2005 with plans to include the local area's hunting season.

# Marketing

## **Broadband Availability Project**

EDC of Mason County Telecommunications  
Development Committee and Jay Hupp, Project Manager  
Mason County, Washington

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The EDC of Mason County Telecommunications Development Committee has, among other things, published a web page that is producing measurable recruiting results. By displaying Mason County Broadband availability, the site has attracted a Louisiana manufacturer to the Port of Shelton where a lease has been signed. The project is also being used as a model for similar economic development efforts in other locations. The website is unique in that private telecommunications providers have joined in the effort by allowing dissemination of geographical information that is most often regarded as "not to be disclosed."

In early 1999, the EDC began discussing telecommunications development possibilities with Public Utilities District No. 3 of Mason County. The need for broadband development was critical because several manufacturing firms were being pressured to relocate elsewhere in search of better broadband availability. Under the leadership of Jay Hupp, the newly formed telecommunications committee came to understand the critical issues and relationships necessary to generate a private/public cooperation oriented toward efficiency in rural telecommunications development.

The group had two primary objectives, which were accomplished through an unprecedented collaboration between competing internet providers: to produce a "wired" rural county where businesses could more effectively deal with their urban competition, and to create increased opportunities for both private and public hardware providers in order to motivate increased development action. And today, broadband has been deployed across the county. The website serves as both an effective business recruiting tool and a marketing vehicle for the telecom hardware providers, which has improved the business climate in Mason County.

[www.hctc.com/~masonedc/broadband.html](http://www.hctc.com/~masonedc/broadband.html)

# Marketing

## City of Bremerton Communication Services

Bremerton, Washington

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For the first time in its history, Bremerton embarked on a long-term aggressive “re-branding” communication and marketing program to dramatically shift public perception of this city. Mayor Cary Bozeman wanted to gain broad support for the city’s revitalization plans and his belief that Bremerton did have the potential to become an impressive waterfront, urban city.

The city developed long-term community outreach and marketing goals that would target diverse groups and consistently communicate the new vision. They sought to convince the general public, government officials, and prospective investors that revitalization was truly occurring. They re-positioned the city as the undiscovered gem of Puget Sound and branded Bremerton as the urban and cultural center of Kitsap County. They also created a buzz that would maintain the momentum and interest during the construction stage, and market the city’s community parks, districts, and other notable assets.

The single most important marketing strategy was creating a new graphic and visual identity for Bremerton’s communication materials. During the next 20 months, the city produced numerous materials and revamped its website to support the city and Mayor’s efforts to take the city’s revitalization message into the region, and beyond.

Due to the steady distribution of materials beyond the peninsula and the state, Bremerton has been featured in several publications and named among America’s best cities to relocate. The most notable success was the public grand opening of Bremerton Harborside, in which 5,000 people attended. The undiscovered gem of Puget Sound is now becoming the discovered gem of the region.

[www.ci.bremerton.wa.us](http://www.ci.bremerton.wa.us)

# Marketing

## City of Richland Business and Economic Development Newsletter

Richland, Washington

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Surveys of local Richland residents conducted in 2002 and again in 2004 suggested that citizens did not fully understand or realize the extent of the city's economic development efforts. As a result, the Office of Business and Economic Development (OBED) expanded and redesigned its existing black and white newsletter to a six-page four-color newsletter. It was sent to 3,500 local businesses, realtors, site selection consultants and potential economic development clients.

The newsletter contains information about new businesses and economic development events and activities, new real estate and development activities, and updated economic indicators, including business licenses and real estate sales.

In 2003, community outreach was expanded by adding a new, one-page two-sided version that is mailed to 17,000 Richland families in their utility bills. Each new issue of the newsletter is also available online in a PDF format on the city's economic development website. The newsletter is OBED's principal form of economic development marketing and client outreach. It's distributed regularly at trade shows and for use by local partners.

Earlier this year, at the International Economic Development Council's (IEDC) annual convention in St. Louis, the newsletter was selected for the third consecutive year as the best economic development newsletter produced by a community of less than 50,000. The newsletter also won an APEX 2004 award for publication excellence.

# Marketing

## **City of Richland Economic Development Website**

Richland, Washington

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In 2000, the city's economic development website was completely redesigned to better address the various needs of potential users, including Richland's citizens, realtors, site selection consultants, corporate executives, companies, and individuals interested in knowing more about the community. The site has been updated and improved each year since, and it's become an integral part of the city's basic website that contains a wide range of information about the city government and its activities.

The website was designed and written by the staff of the Richland Office of Business and Economic Development for other economic development professionals. The site is simple; it loads quickly and easily and provides more relevant information instead of the extra bells and whistles. It's also used to compliment other marketing materials used by the city, as well as economic development publications such as the city's recently completed Strategic Economic Development Plan. To ensure its effectiveness, Richland hired prominent website consultants who reviewed the site, and their various suggestions have been incorporated. According to the consultants, the site receives 750 to 2100 hits a month on its various pages.

The City-County Communications & Marketing Association awarded the website a first place award in its category in 2004. The economic development portion of the site received the Honorable Mention award in its category at the International Economic Development Council's annual meeting in October 2004. This is the third consecutive year that the website has either been the Category Winner or received Honorable Mention from the IEDC.

[www.richland.wa.us/ed](http://www.richland.wa.us/ed)

# Marketing

## **enterpriseSeattle Branding Campaign**

EDC of Seattle-King County

Seattle, Washington

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The Economic Development Council of Seattle-King County determined that branding was a critical component of an awareness campaign for the King County region. Although the area already has name recognition and “branding” as a region offering unmatched quality of life, the EDC decided it must strategically reposition the county as a world-class region of choice where businesses that want to compete globally have the best chance to succeed and grow.

In launching such an aggressive national and international branding campaign, the EDC needed to create a name and logo that would not only better position the region, but build a sense of ownership among members.

“enterpriseSeattle” achieved consensus through numerous focus groups and dialogues. The 30 plus jurisdictions, several of whom were initially leery of the name, have embraced the brand because it’s readily identifiable on a national and international level, and yet it also represents the wide-ranging stakeholders throughout the region. The EDC successfully produced a name and logo that energized and empowered the members who now drive the positioning in the marketplace. enterpriseSeattle is professional, dynamic, and upbeat. It celebrates the world-changing contributions of the organizations in King County, and reflects that the EDC partners change the world every day.

# Marketing

## **Gateway to Wine Country Visitor Information Center**

Yakima, Washington

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During the past decade, the Washington wine industry has more than doubled in size, creating an opportunity to enhance and expand tourism in the Yakima Valley. To capture this market, the region needed a prominent visitor center to attract and acquaint the increasing number of visitors with the diverse characteristics of the region, its history, and its significance and impact on the state's economy and history.

The City of Yakima secured in 2001 an initial \$350,000 grant from the Washington State Department of Transportation to construct the center. Mobilizing a number of local partners, the project has since leveraged over \$200,000 in local public and private dollars.

Opened in February of 2004, the Gateway to Wine Country Visitor Information Center is a unique marketing facility. The center is strategically located at the western entrance to the Yakima appellation directly off an interstate exit, where it provides optimal visibility and accessibility with a convenient facility to enhance the uses of charter transportation, carpooling, bicycling, and transit. The project also promotes "corridor development," serving to "push" traffic through US 12, SR 24, SR 241, SR 22, and Wine Country Road. Welcoming thousands of visitors to Washington Wine Country, the Gateway to Wine Country Visitor Information Center has created a bold statement of support for the industry, and improved a major entrance to both the City of Yakima and the Yakima Valley.



# Marketing

## **Gig Harbor 2004 Public Relations Campaign**

Gig Harbor, Washington

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In an effort to attract more media attention to Gig Harbor as a destination for visitors and businesses, the City of Gig Harbor embarked on an ambitious public relations campaign in 2004. Hiring a consultant to work side by side with the marketing director, the goal was to bring 20 qualified writers to write articles in national publications about Gig Harbor in a years time.

Dozens of tourism and business development publications were targeted. Throughout the year, more than 20 writers visited the city

In terms of cost-effectiveness, the program far exceeded any previous advertising campaign, and the city plans to continue the program in 2005. The initial \$12,000 investment paid to the consultant resulted in \$1,234,905 value in editorial space in 22 publications and radio spots across the United States and Canada. The goal—to create awareness about Gig Harbor as a great place to visit, live and do business—was carried out over the course of the year in all of these published stories, as well as in another 19 slated for publication in 2005.

# Marketing

## **Investment Portfolio: An Annual Report**

enterpriseSeattle, EDC of Seattle-King County

Seattle, Washington

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When the EDC of Seattle/King County was in the middle of a year-long search for a new president and preparing to change its name and logo once that individual was hired, it needed a marketing piece that would sustain the Council through this transitional period.

Not only was there no budget for this project, the EDC didn't want to make a major investment on a piece that would soon be outdated. The EDC couldn't afford to do separate targeted pieces, so the marketing team had to be creative in order to appeal to an integrated audience. The group decided to create one document that would give audiences a full and complete picture of what the EDC's strategies were, the history leading to the EDC's transition and its results, and the organization's future goals. The objective was to increase the Council's visibility and to increase awareness and ownership of individual investors. Soliciting photos and funds from members, the marketing team completed the project in-house over five months for less than \$20,000.

The resulting "investment portfolio" was the ultimate corporate calling card. It enabled the EDC to speak to the business interests of varying audiences. Membership during the transition actually increased. The piece circulated both locally and nationally. It was distributed at various regional events and BIOtech 2004 in San Francisco and mailed to targeted industry clusters all over the nation.

# Marketing

## **New Clallam netWorks EDC Website Portal**

Port Angeles, Washington

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Clallam netWorks has been highlighted as a model for rural economic development in the State of Washington and across the country. The re-branding of Clallam County EDC into Clallam netWorks aggressively changed the way Clallam County approached economic development from a historically, little known quasi-government agency to a multi-faceted entrepreneurial resource center. The strategy was fundamentally focused on quality customer service principles and quick click access to information without a bunch of fluff.

netWorks developed a creative, new, interactive website including a unique collaboration center with a multi-persona/industry cluster based architecture. The objective was to build a one-stop portal to the Olympic Peninsula that all sites in the community would feel comfortable linking to as a resource for various audiences.

After researching several other websites, the EDC constructed a focused site targeting specific audiences ranging from economic and community development leaders to tourists or potential residents. Integrating the five-year marketing plan in to the site, the portal has expanded the way netWorks communicates in order to effectively serve its audiences.

The new site has helped increase revenue from memberships, increased the marketing budget with sales of online links, and strengthened public partnerships with reciprocal links. Its promotion of the area has helped remove the county from the distressed county list. Clallam also reached an all-time unemployment low of 4.4 percent. Traffic to the site continues to increase with over 100,000 website hits per month.

# Marketing

## **San Juan Islands Visitors Bureau 2004 Spring Advertising Campaign**

Friday Harbor, Washington

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In order to increase tourism during the off-season and strengthen the economy on a year-round basis, San Juan County contracted with the San Juan Islands Visitors Bureau (SJIVB) in late March 2003 for destination marketing services to promote the three major islands—San Juan, Orcas, and Lopez. Under the umbrella of the SJIVB, this is the first time all three islands have worked together as marketing partners.

Spending \$42,092 on a 2004 Spring Advertising Campaign that ran from mid-March to mid-May, the SJIVB targeted the Seattle/Puget Sound market via a mix of print, radio, and television. The campaign, which promoted all three islands and highlighted natural beauty, outdoor recreation, watchable wildlife, and 247 days of sunshine, encouraged people to call the toll free number or visit the SJIVB website for lodging and special events.

As a result of the SJIVB advertising campaign, county hotel/motel taxes increased 38 percent in April, 28 percent in May and 22 percent in June over 2003 figures. This marketing campaign became not only a financial success for the Islands but also created an effective marketing partnership.

# Marketing

## Tour of Urban Living

Tacoma, Washington

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In 1999, Tacoma's City Council identified the construction of market-rate housing as a key strategy to help revitalize the city's downtown. Previously, there had been a 50-year construction hiatus in any new market rate housing in the area. Most of the existing units were either subsidized or low-income which caused an imbalance to the other revitalization efforts going on in the city's downtown. Thus, the City Council set a goal to add 2,000 market-rate units to downtown during the first decade of the century.

The Tour of Urban Living was designed by the city's economic development department as a strategy to acknowledge the hard work and wonderful results of Tacoma's pioneering developers and to broaden the market's reach to potential new residents in a fun and entertaining manner. The tour brought together 25 residential properties, 34 merchants and several private sector sponsors.

Marketing was funded by the private sector, for a total budget of just under \$20,000. This was supplemented by in-kind staffing from the city's economic development department. The campaign targeted those most likely to consider an urban lifestyle—upscale singles and empty nesters, as well as the broader market. Using a combination of local press coverage, save the date cards, merchant window posters, brochures, and cross-promotion with local events, the tour drew over 2,000 people to the event. According to participating property owners, those on the tour were better-qualified and more serious than those from the previous year's event. Many tour participants remarked they were now considering downtown options, when they hadn't previously.

In the final analysis, the residential developers and property owners received qualified leads for buyers and renters; store owners, restaurants, and theaters saw an increase in sales over the weekend of the event; and, the city expects to gain new residents to the downtown core.

# Marketing

## **VisitKitsap.com**

Kitsap Peninsula Visitor & Convention Bureau  
Port Gamble, Washington

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The Kitsap Peninsula Visitor & Convention Bureau (KPVCB) recognized the trends and importance of Internet marketing. When the opportunity came to develop a new site, the bureau decided to not only market Kitsap, but to promote each individual community in the county and surrounding region.

KPVCB decided to create a database driven site and to include more in-depth information than normally included in tourism sites. The site would include reference links as well as links to the surrounding areas encouraging tourists to explore a broader area of the state.

VisitKitsap.com and its two related websites, WeddingsKitsap.com and GolfKitsap.com, were launched in September 2004. It contains of 1400 total pages of information. Each of the 34 communities and over 42 activities have individual pages with information and links. The site is awash in special interests like pet-friendly travel and handicap accessible options. The sites also coordinate with e-newsletters reaching across the state, the country and around the world.

Truly a travel tool, the site serves well to assist locals and attract tourists from western Washington and to uniquely market the state to a much broader audience.

[www.visitkitsap.com](http://www.visitkitsap.com)

# Leadership and Planning

## **Cary Bozeman**

Mayor

Bremerton, Washington

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In less than three years, Mayor Cary Bozeman has forged a unique public/private partnership that has resulted in a literal transformation of Bremerton's downtown waterfront. The economic effects of this \$200 million effort already have had a profound economic impact on the city and Kitsap County.

Within weeks of taking office, Mayor Bozeman began forming partnerships among local private and public organizations that set the foundation for Bremerton's renaissance. Bozeman focused on redeveloping the downtown, knowing that surrounding growth would follow. His actions inspired broad public support. What resulted was a long list of accomplishments that promises only to get longer.

In October, Kitsap Credit Union broke ground on a new downtown headquarters building directly across from Bremerton Harborside, a commitment of \$20 million in private funds. The retired city hall has been sold and developers promise street level retail and a top floor condominium. The county housing authority granted Bremerton \$40 million in New Market Tax Credits, which can be made available to businesses. Earlier this year a software company moved into a renovated medical dental building and has 100 new employees working downtown.

Mayor Bozeman's work has led to a tremendous amount of economic activity. Several other projects and partnerships have been completed during the past three years and several more are in process. All have contributed to a dynamic vision that has rebuilt Bremerton and renewed its citizens sense of pride in their community.

# Leadership and Planning

## Leadership Skagit Mount Vernon, Washington

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**Partners:**

Economic Development  
Association of  
Skagit County

Skagit Valley College

Washington State  
University

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Due to the passionate commitment of its organizing partners, the Leadership Skagit program was successfully launched in the fall of 2003 after 10 years of planning. Today, it enlists leaders from all sectors of the community, building on leadership skills, identifying issues important to the region, and constructing a culture of cooperation and partnership.

Leadership Skagit is broadening the base of informed, effective community leadership throughout Skagit County, with a nine-month training program targeted at current and emerging leaders.

The program graduated its first class of 27 students in June of 2003. Participants gained a broad perspective of successes and challenges facing the county by talking to existing leadership and exploring program offerings and gaps in current services in local private and public organizations. They also participated in an intensive self-assessment and worked with personal leadership coaches. To graduate, the class was required to make an impact on the community by choosing and completing a small group project that addresses a current need within the county.

Split into five teams, each with a different assignment, the concrete impact of the service project component generated close to \$100,000 of in-kind and cash donations. Thanks to the teams, Skagit families now enjoy Family Nights at the Y, a donated schoolbus has been converted into a book-mobile for children, the Bread of Life Food Bank has a new storage center, and data from research is helping high school students find jobs. A 10-watt radio station serving the agricultural community will be completed within 6 months.

Leadership Skagit has generated significant local sponsorship and community support. In September 2004, another 32 participants began the program.



# Leadership and Planning

## **Sam Anderson**

Chair, enterpriseSeattle, EDC of Seattle-King County  
Executive Officer, Master Builders' Association  
Seattle, Washington

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As Chair of the Economic Development Council of Seattle-King County and Executive Officer of the Master Builders' Association, Sam Anderson has demonstrated an entrepreneurial character, a willingness to reach beyond the traditional, and a yearning to provide a profound and meaningful impact. He has initiated and invested in EDC projects or initiatives that demonstrate innovation and ongoing vibrancy, and that reach deep into the community.

Mr. Anderson's influence has transformed the EDC of Seattle-King County in such remarkable and measurable ways that he has been asked to serve as Chair for an additional year (an unprecedented event).

Through his speeches and editorials, he has shown a capacity to lift the whole tone of the region's thinking. While the EDC went without a president/CEO, he was instrumental in designing the search criteria, and invested long hours interviewing and assessing candidates. He also took a leading role in re-designing, revitalizing and re-branding the organization to enterpriseSeattle.

Mr. Anderson is a leader among the EDC members, out ahead of the pack, showing the way with dedication and commitment.

# Leadership and Planning

## Planned Action and 7E7 Local Team Effort Snohomish County, Washington

The City of Everett and its local public and private economic development partners championed and developed over a 10-year period a Planned Action to encourage and cultivate business development within the city and county. The foresight and efforts of these local leaders played an important role in winning the competition for the Boeing 7E7 final assembly site.

In 1993, the City of Everett led efforts to design and implement an expedited land use planning and permit structure for the Southwest Everett/Paine Field area (Sub-Area). The Planned Action work has been effectively used to approve more than four million square feet of development in the Sub-Area. The value of total construction exceeded \$3 billion dollars and has resulted in thousands of jobs.

Under the Planned Action, Everett and its partners were able to pre-approve all actions necessary to build the new 7E7 airplane. The 7E7 submittal drew on the Planned Action work as well as the Port of Everett's plans to develop a deep-water dock access to the Boeing plant. As a result of pre-planning for both projects, the Boeing Everett site was more competitive, and eventually won the competition.

**Partners:**

- City of Everett
- Port of Everett
- Snohomish County EDC
- The Boeing Company
- Snohomish County
- Paine Field Airport
- Washington State Department of Community, Trade, and Economic Development
- Washington State Governor's Office

# Leadership and Planning

## **City of Everett and Everett Public Facilities District** Everett, Washington

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The City of Everett and Everett Public Facilities District (EPFD) overcame limited funding, an 'impossible' agenda and timeline, and organized public opposition to create a premier recreational facility that has been embraced by its community and restored confidence in local government.

The City of Everett envisioned a multi-purpose event center in 1994, but it wasn't until 1999 that City representatives earnestly began to develop such a center. In 2001, after determining that an events center in Everett was feasible, the City Council established the EPFD with the purpose of developing and operating the Regional Special Events Center.

The EPFD identified the need to have a professional sports team as a key partner and source of revenue for the facility. The Western Hockey League seemed ideal, but the league needed to have a venue constructed for play beginning September 2003. Under the EPFD's guidance and the City's support, the Everett Events Center was planned, approved, built, and operating in 30 months time.

The City of Everett and EPFD opened the Everett Events Center on time and on budget in October 2003. The center has had a profound effect on the greater Everett community. In its first 12 months, it has generated more than \$13 million in gross revenues, created more than 50 full-time and 350 part-time jobs, provided the catalyst for the opening of at least 20 new businesses, and become a source of pride for Everett residents.

# Leadership and Planning

## **Coulee Corridor Consortium: A Scenic Byway Group**

From Othello to Omak, Washington

For a list of Coulee Corridor Consortium partners, go to:

[www.couleecorridor.org](http://www.couleecorridor.org)

The Coulee Corridor Consortium is a strong and successful advocate for sustainable ecotourism in the Northwest. Its success is measured not only in increased tourism dollars for the counties and communities along the byway, but also in increased stewardship efforts of protecting and celebrating resources, increased cultural efforts of preserving and sharing stories, and increased legacy efforts of enhancing visitor amenities along the corridor. It accomplishes these tasks with a collaborative planning style that brings strong and diverse partners to the table. The capable partners in turn leverage extensive external investments with significant internal ones. The real “power” of the group stems from a shared love of the resources and stories that make up the Coulee Corridor.

The Coulee Corridor Scenic Byway includes 150 miles of State Routes 17 & 155 from Othello to Omak. The roadway serves as an important economic and community link for area residents while providing visitor access to a diverse set of natural, recreational, scenic, historic, and cultural resources.

As a fledgling group, the Coulee Corridor Consortium spearheaded planning efforts along the 150-mile corridor in 1998. Since then, the corridor team has contributed to sustainable economic development by promoting and protecting the byways intrinsic quality resources. The organization has mobilized membership from the Colville Confederated Tribes, over 50 regular volunteers, 30 institutional partners who contribute staff and financial resources each year, and five partner projects focused on stewardship. The group has launched four successful events, increased local tourism and continued to raise funds for ongoing and future projects.

Today, this volunteer-based nonprofit with no full-time staff is recognized and respected by byway tourism and watchable wildlife groups around the state and northwest. Continuity in leadership, trust among the players, power of the stories, and expanding partnerships contributed to their success.

# Leadership and Planning

## Downtown Walla Walla Master Plan

Walla Walla, Washington

Beginning in the fall of 2002, the Downtown Walla Walla Foundation, the City of Walla Walla, and the Walla Walla Housing Authority successfully led their community to develop a new 20-year downtown master plan that has already inspired and cultivated local economic development growth.

**Partners:**

City of Walla Walla  
Downtown Walla Walla Foundation  
Walla Walla Housing Authority

The revitalization that has taken place in Downtown Walla Walla over the last 20 years would be considered success enough by most standards. The project partners recognized that despite this past success, new issues and challenges were emerging and there was no strategy to address those challenges or to capitalize on new opportunities. This coalition of partners mobilized fundraising efforts, brought together a diverse array of downtown stakeholders, and hired a consultant team who adeptly crafted a unified vision for the downtown that was based on community input.

The plan, recognizing the growing market demand for a downtown neighborhood district, provides housing opportunities at all ends of the economic spectrum. It aims also to maintain affordable business space for mom and pop businesses that were feeling the pressure of rising prices. Under the plan, several emerging business cluster opportunities such as the arts, wineries and creative technologies are specifically being targeted and developed. One of the most notable successes thus far occurred when Bon Macy's made the decision to stay downtown despite a lucrative offer to relocate.

While the plan hasn't officially been adopted, the community has embraced it. Already private stakeholders are implementing various plan elements and investing in downtown development.

# Leadership and Planning

**Melissa Dulin**

Executive Director

Washington Economic Development Association

Spokane, Washington

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Under the direction and vision of Melissa Dulin, the Washington Economic Development Association is recognized as an effective, well-regarded representative of economic issues and needs in Washington state.

Ms. Dulin has mobilized the organization throughout the past three years with the goal of creating a statewide business environment that encourages high quality job creation in Washington. As a result, WEDA has become a tireless and effective advocate for a strong statewide economy and business-friendly environment. It encourages investments in public infrastructure that lead to job creation and has advanced public policy that works to create jobs. Members are helping to build coalitions around existing economic development programs and promote public infrastructure and workforce training investments.

The strong non-partisan support that WEDA enjoys is a reflection of the professional competence exhibited by the board of WEDA and Ms. Dulin. Ms. Dulin's efforts have enabled WEDA to concurrently represent over 150 diverse communities, under a modest budget, providing them with a voice in Olympia. Her leadership has helped to earn WEDA its highly respected reputation.

# Leadership and Planning

## Kirkland Economic Partnership

Kirkland, Washington

**Partners:**

City of Kirkland

Greater Kirkland Chamber  
of Commerce

Kirkland Downtown on the  
Lake

Kirkland Alliance of  
Neighborhoods

[www.kirklandNOW.com](http://www.kirklandNOW.com)

The Kirkland Economic Partnership (KEP) is an innovative collaboration of Kirkland community stakeholders, and key public investment, who work to strengthen and diversify Kirkland's economy to bring real quality of life and economic benefits to the community and its citizens. KEP is the City of Kirkland's most ambitious effort to focus community interests, resources, and conversation around what kind of economy will carry Kirkland in the future. The partnership is the city's commitment to making Kirkland work for business, and ensuring that all community interests are engaged in public policy and investment decision affecting Kirkland's economy.

Formed in 2003 with the goal of improving Kirkland's economic health and forecast, KEP represents four major community interests: the chamber of commerce, the downtown association, an alliance of neighborhoods, and the city. The partnership emphasized business retention and recruitment, marketing and communication, economic research and data development, local business support, and enhancing a positive business climate as major keys to Kirkland's success.

Developing programs for each emphasis, KEP led the effort to create KEEP (Keep Kirkland Entrepreneurs and Economy Prosperous), the Kirkland Prospector—a highly innovative GIS Internet commercial real estate finder, a new branding and marketing initiative, the Kirkland Pathway to a Strong Economic Future research project, and a new website and listserve e-newsletter.

Since May of 2003, via KEEP, the partnership has brought together teams of local civic and business leaders who have made over 200 visits to Kirkland businesses in order to understand and improve the role of business. Through welcome letters, KEP has contacted 30-50 new businesses each month. More than 50 businesses have received direct business support ranging from permitting help to structural improvements.

# Leadership and Planning

## **New Vision**

Yakima County Development Association

Yakima, Washington

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New Vision, as a means of diversifying the Yakima Valley economy, has encouraged and developed novel tools and creative resources that make the community attractive to relocating and expanding companies. The organization has led a series of initiatives to grow successful companies in a lean business culture that generates higher productivity, efficiency, and speed.

In an effort to differentiate the area from competitor communities around the state, region and nation, New Vision embarked on a series of initiatives designed to build a reputation of responsiveness and innovation. New Vision identified tools that would add financial assistance, training, and project development predictability as key enhancements to the valley's offerings. Three significant programs emerged out of that effort: Supporting Investments in Economic Diversification (SIED) program, the Lean Manufacturing Initiative, and the Permitting Services Standards program.

SIED creates enticing financial inducements for companies considering relocation or expansion in the valley. The Lean Manufacturing initiative delivers customizable efficiency training. The Permitting Service Standards interject predictability and business urgency into local development review and permitting activities.

The enhancements have become a valuable part of the package of resources available to companies. Individually, the results generated by the programs are impressive. Jobs have been created. A powerful business partnership works cohesively to recruit new businesses. First-class training is available locally to manufacturing companies. Taken as a whole, these initiatives are compelling examples of the Yakima Valley's demonstrated commitment to business success. That responsive attitude has earned Yakima County a national second-place ranking for job growth between June 2002 and June 2003.



# Leadership and Planning

## **Lisa Nisenfeld**

Executive Director

Southwest Washington Workforce Development Council  
Vancouver, Washington

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During her short two-year tenure with the Southwest Washington Workforce Development Council (SWWDC), Lisa Nisenfeld has transformed her organization and the local WorkSource system from a bystander in the local economy to a dynamic component and partner in the economic development team of Southwest Washington and the Vancouver-Portland metropolitan area.

Using her extensive workforce development experience, Ms. Nisenfeld spearheaded several issues aimed to create a nexus between workforce development and economic development in the region. Under her lead, the organization developed a new strategic plan, privatized the regional county WorkSource system, engaged the business community as a primary client, and delivered “selection fit” employee screening to improve employee retention. Her influence has produced tangible, measurable results that have improved the business community’s perception of the SWWDC and created new jobs for the region.

Over the last eight months, thanks to Ms. Nisenfeld’s guidance, the SWWDC has placed 125 positions with the Columbia River EDC representing over \$2 million in wages. Now a recruitment and expansion asset, the SWWDC is broadly supported by both primary customers and workforce constituencies.

# Leadership and Planning

## Port of Vancouver

CRANE Settlement Agreement:  
Setting a New Course for the Future  
Vancouver, Washington

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The Port of Vancouver has shown great leadership in overcoming obstacles by working in a boardroom rather than a courtroom. Because state and federal lawsuits filed by CRANE threatened two key economic development projects—the development of the Columbia Gateway and the Lower Columbia River Channel Improvement Project, the Port of Vancouver initiated discussions with the litigants hoping to reach a constructive compromise and alleviate further legal costs.

The port's work resulted in a landmark settlement agreement that ended pending litigation, enabled the channel project to move forward, facilitated the development of much of the port's Columbia Gateway Industrial site, and set aside a significant parcel of port property in the Vancouver Lowlands for the preservation and extensive habitat restoration.

The Port of Vancouver also reached across the river to engage the Port of Portland in these negotiations. Both ports made an intentional decision to invest resources in environmental protection rather than lengthy litigation. By doing so, they enabled economic development and job creation to move forward.

Working together inspired the two ports to also invest in a long-commitment via an interagency agreement that would pursue joint opportunities and capitalize on scarce public resources. They agreed to appoint project managers to jointly develop goals and strategies, engage in joint marketing and facilities development, utilize cost and revenue sharing formula, and actively pursue opportunities for developing projects that benefit the region.

# Leadership and Planning

## **Tim Snead**

Grant County Commissioner  
Ephrata, Washington

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Commissioner Tim Snead has been instrumental in the achievements related to Grant County's sister city, Gunpo City, South Korea. For the last two years, Grant County, through Commissioner Snead, has hosted delegations from Gunpo City to the county. He has in turn led three delegations to South Korea, the last of which included a high school cultural exchange in the summer of 2004.

Commissioner Snead chaired the Sister Government Committee, and his participation was key to initiating the direct government leader to government leader relationship which has evolved between these two cities. He also coordinated the hosting of Mayor Kim and a group of business leaders from Gunpo City and arranged several visits to public agencies and local businesses throughout the area. As a result, the relationship has generated increased sales and export of agriculture to South Korea, a venture that opened up a new market for Grant County alfalfa and hay.

In order to foster this growing relationship and harbor a trust between the two communities, Commissioner Snead additionally instituted a youth exchange so that future generations in these two cities may gain an understanding of our cultural differences. This program will continue indefinitely opening doors to more shared opportunities between Grant County and Gunpo City.

# Leadership and Planning

## **Snohomish County Council**

Snohomish County, Washington

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In August 2004, the Snohomish County Council passed new proactive legislation that encourages farming in the region and makes the industry, once again, a valuable and expanding part of the county's economy.

An increasing number of farmers were selling their farms and moving out of Snohomish County because they did not think that farming was economically viable. The Snohomish County Council saw this, and sought to provide farmers with options that would increase the vitality of their industry. The Agricultural Code Amendments adopted by the council concluded four years of collaborative work with industry and regional partners.

The county council's new legislation makes it easier for Snohomish County farmers to grow, market, and sell their products to local residents, and the effects were immediate. Many farmers began taking advantage of the allowances for roadside stands and farmers markets as soon as the legislation was signed. More plan to take advantage of the new legislation as they continue to invest in their farms for the future. Most importantly, it has ensured that farmers will remain in Snohomish County in the future.

The council's amendments are a model of government and industry cooperation. Other regions across the United States are considering duplicating the county's efforts to help boost farming in their own areas.

# Leadership and Planning

## Three Rivers Community Roundtable

Tri-Cities, Washington

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Since its establishment in 2001, Three Rivers Community Roundtable member organizations have implemented dozens of cross-cutting projects in business, education information technology, transportation, and quality of life.

Based on a different approach than past planning efforts, the Roundtable was created by 150 business and community leaders over a six-month period to address the regional transition from a Hanford-dependent culture. The Roundtable has proven to be a highly effective forum in which the leaders work together to achieve a common vision of economic development and prosperity for the Tri-cities area. As the steward of this vision, the group holds itself accountable to the public by creating 10-year goals and measures of success and reporting annually on progress.

Leveraging millions of dollars of public and private funds during its first two years, the Roundtable has established a partnership between local higher education institutions and a hospital to fund a new center offering nursing, paramedic, and fire science degrees. It's also organizing a Tri-Cities angel investor group, sought funding to develop research and development in the Tri-Cities Science and Technology Park, built a convention center, and sponsored a number of events to encourage tourism and investment.

In addition to several other projects, the Roundtable is putting the community on a strong path to sustained prosperity.

# Leadership and Planning

## **Washington State Housing Finance Commission Capital Projects**

Seattle, Washington

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The Washington State Housing Finance Commission's programs have been a catalyst for economic improvement among the nonprofit community and an economic force in Washington.

In the spring of 2002, the Commission began a series of seven forums across the state entitled "Financing Nonprofit Facilities in Today's Economy." Originally intended to assist nonprofit executives looking to expand their facilities, the forums also served to educate the lending community about the goals and plans of nonprofit organizations, thus assisting both nonprofits and the banking community to develop constructive dialogue.

The forums proved to be an important educational vehicle to help nonprofit organizations prepare solid plans before embarking on a capital campaign, and better understand their financing options. Each forum was strategically located to reach as many nonprofit organizations as possible, and more than 900 people from around the state attended these workshops.

Today, over 118 nonprofits have secured more than \$700 million in below-market interest rate loans from local lenders and private investors as a result of the forums.

# Leadership and Planning

## **Welch Plaza**

Central Area Development Association

Lorig & Associates

Seattle, Washington

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The development of Welch Plaza has enhanced the economic vitality, affordability, and livability of the Seattle Central Area. A former hardware store turned mixed-use development project, Welch Plaza redefines the business node of 23<sup>rd</sup> Avenue and S. Jackson Street in Seattle's Central District.

When Welch Hardware store shut its doors after 51 years, it left a visible void in the community. The Central Area Development Association (CADA), already engaged in a revitalization effort acquired the site to expand upon an existing project. However, CADA, a nonprofit, needed development and financial assistance to complete the project and teamed with a leading private real estate developer, Lorig & Associates. Both had sincere interests in reinvigorating this urban area with quality projects, and were committed to creating a quality building that would serve the interests of the local community.

To ensure that the plaza would serve its community's needs, CADA and Lorig hosted community meetings throughout the design and development process, and feedback was incorporated into the final design.

The completion of Welch Plaza has contributed to the revitalization efforts of Seattle's Central Area. New commercial tenants have increased jobs, services, and economic activity. The plaza also has mixed income housing which allows the Central Area to be a community affordable to diverse households and attracts a residential population reflective of the area's diversity.

# Infrastructure

## **Satsop Development Park**

Grays Harbor Public Development Authority  
Elma, Washington

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The Grays Harbor Public Development Authority (PDA) transformed a defunct, never fueled or fired nuclear power plant into an attractive, thriving business park providing more than 400 much needed jobs for the people of the rural communities of Grays Harbor County and southwest Washington.

In 1995, as WPPSS and the Bonneville Power Administration formally terminated the incomplete twin nuclear power plant project, Grays Harbor leaders seized the opportunity to recycle the facility to economically benefit the surrounding region. Organizing a special taskforce, they initiated negotiations for ownership and control of the site, and in 1998, officially formed the PDA. They secured the title to 1,700 acres of land and building in 1999.

The PDA refined the unique characteristics of the site, including exceptional power, water, land and buildings, using \$15 million in seed capital from the Bonneville Power Administration, and over \$4 million in state and federal grants. To an area once accustomed to high unemployment rates, the Grays Harbor Public Development Authority has attracted more than two dozen companies providing more than 400 family wage jobs in high-tech, manufacturing, warehousing and distribution, specialty wood construction, boat building and more.

Each of the projects undertaken by the PDA support the goals of the Columbia-Pacific Resource Conservation & Economic Development district that support business development and diversification through adequate infrastructure and investments. The PDA continues to make improvements which are funded solely through operating revenues, the sale of remaining nuclear power plant assets, and federal and state grants.



# Infrastructure

## **Port of Mattawa**

Grant County Port District #3  
Mattawa, Washington

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Dedicated port commissioners at the Port of Mattawa have made strategic investments in infrastructure in order to grow and diversify the economy in the Mattawa area. These infrastructure investments have created jobs, improved economic vitality, and encouraged additional development in this small rural community.

Since the 1990s, the Port of Mattawa has secured nearly \$2 million of public and private loans and grants for infrastructure investments. In 1996, it acquired 100 acres from Grant PUD and created 10 light industrial lots with developed road and heavy-duty electrical distribution systems. Facilities in these lots now support the growing agricultural industry in the region. In 1999, it built an incubator building with three separate incubator spaces on port property. This facility is now fully occupied and supports five different businesses. In 2000, the Wood Box Factory moved to and later expanded its facility in Mattawa. In 2003, the port assisted the town with the extension of its hydrant system and built a multipurpose building supporting several new jobs.

The Port of Mattawa is currently assisting with new infrastructure projects, and additional infrastructure is already planned or now under contract for development. The vision and innovation of the port commissioners and staff have increased local economic vitality, created infrastructure to support population growth, and provided opportunities for job creation in a community that's one of the poorest in the state. Their actions have proved that the port will continue to be a compelling economic force in the Mattawa community.

# Infrastructure

## **Tri-Cities Visitor & Convention Bureau Rivershore Enhancement Council**

Kennewick, Washington

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Southeastern Washington has literally been “put on the map” of business interests, tourists, and news organizations throughout the Northwest and America due to the outstanding level of achievement in the development of one of the Tri-Cities’ most dynamics assets—its rivershores.

The Tri-Cities enjoys the spectacular Columbia River flowing through its community, as well as the Snake and Yakima rivers. Until 1996, these mighty attractions were not being utilized to their fullest by tourists, businesses and community members. At that time, the Tri-Cities Visitor & Convention Bureau launched its Rivershore programs and created the multi-jurisdictional Tri-Cities Rivershore Enhancement Council (TREC).

TREC pursued an aggressive, multi-faceted program of both destination marketing and destination management investing in numerous projects ranging from trail improvements to rivershore plan implementation to waterfront development. It helped to rebuild and diversify the economy of the Columbia River region while relinquishing a 50-year dependence on the federally funded Hanford reservation. Because of the dynamic results generated by TREC and increased commerce and tourism, the impact of early steps in this federal downsizing has been greatly ameliorated.

The region’s tourism development, particularly along the rivershores, has been one of the most important factors keeping the regional economy vibrant. Already the power and impact of investing in the shorelines has created auxiliary growth with additional public and private development and increased tourism. A conservative estimate of public and private funds invested in the past few years, in addition to the human capital invested amounts to more than \$50 million.

# Infrastructure

## Washington Avenue Improvement Project

Yakima, Washington

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For the City of Yakima, the Washington Avenue-Airport is a hub of industrial and manufacturing businesses whose activities have significantly increased in recent years. The city and its partners have actively pursued the development of new manufacturing and technology based businesses in the area which will provide higher wages with benefits to workers. Their efforts have been rewarded by the expansion of a new technical institute and a nearly completed business park. Likewise, the Yakima Airport is partnering with Rainier Development to build a light-manufacturing complex on 22 acres of airport property. In the next few years, as many as 600-plus new jobs will be created along this corridor.

While this growth benefits the regional economy, traffic along the corridor has increased, too. The Washington Avenue-Airport has become one of Yakima's most congested areas, creating unsafe conditions for motorists, pedestrians and bicyclists. Rainier Development and the Yakima Airport, recognizing that infrastructure improvements that meet the demand of new growth are equally as important to a community's success, sought assistance from the City of Yakima. With such support from local businesses, the City of Yakima pursued and secured over \$7.4 million in state and federal grants to widen and reconstruct Washington Avenue. The project spans from South 24<sup>th</sup> to South 72<sup>nd</sup> Avenues with four- and five-lane roadway sections, with curb, gutter, sidewalks, street lighting, sewer and storm drains.